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COMPT 76-1426

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DD/A Registry

76-4759

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File O+M

Mr. Donald G. Ogilvie
Associate Director for National
Security and International Affairs
Office of Management and Budget
Washington, D.C. 20503

Dear Mr. Ogilvie:

Enclosed are three copies of CIA's report of progress made to implement the Presidential Management Initiatives during September, as well as information on travel as requested in your letter of September 16, 1976. Ms. Blandin has been quite helpful in devising procedures for reporting that respect the sensitive nature of intelligence.

Sincerely,



25X1A

James H. Taylor
Comptroller

Enclosures

Distribution:

- Original - Addressee, w/enc
- 1 - Nanette Blandin, w/enc
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O/Compt:ResStaff:AnG/[REDACTED] jes/6044(21Sep76)

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Remarks: <p>5/6 For your information. Note "reference". You may be interested in seeing what the officer recommended for efficiency evaluation. Lan</p>					
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FORM NO.
1-67

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DD/A 76-4111

File

04M

18 AUG 1976

MEMORANDUM FOR: Comptroller

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Planned Efficiency Evaluation Studies

REFERENCE : Multiple adse memo dtd 9 Aug 76 fr
Comptroller; subj: Follow-up Action
to OMB Requests

The following is a list of planned efficiency evaluation studies as requested in paragraph 3 of referenced memorandum. If you have any questions or need for additional information, please contact Ms. [REDACTED], Chief, Management and Assessment Staff, extension 5003.

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1. Predict financial advantage and increased operating efficiency by maximizing number of employees at Langley and by reducing to a minimum rental of commercial space.

2. Evaluate the Annual Personnel Plan (APP) as a viable personnel management tool, especially in its current format.

3. Compare the efficiencies of research and development activities under the current centralized system with those under a decentralized system.

4. Study the use of a stand-alone mini-computer in place of a multiprogrammed, large-scale processor for an information storage and retrieval application.

5. Survey the maintenance of data on the status of applicant processing to seek cost savings and service improvements.

/s/ John F. Blake
John F. Blake

25X1A C/MAS/DDA [REDACTED] /kf (17 Aug 76)

Distribution:

Orig - Adse

1 - DDA Subject w/Ref & backup from Offices

1 - DDA Chrono

1 - MAS Chrono

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3 IMPDET CL BY 002588

09 AUG 1976

MEMORANDUM FOR: Administrative Officer, DCI
Deputy Director for Operations
Deputy Director for Intelligence
✓ Deputy Director for Administration
Deputy Director for Science and Technology

SUBJECT: Follow-up Action to OMB Requests

REFERENCES: (a) 24 July 1976 Presidential Memorandum on
Management Initiatives (ER 76-8696)
(b) 27 July 1976 OMB Memorandum on Presidential
Management Initiatives (ER 76-8696/1)

1. The referenced memoranda require a number of reports by us to OMB. The first requirement has been satisfied; the Comptroller has been designated as the individual responsible for the implementing effort.

2. The most pressing of the specific follow-up actions needed involves "program impact and efficiency evaluations." OMB provides the following definitions:

For this purpose program impact evaluation means the comprehensive assessments of program impact to determine whether a program is adequately and effectively meeting its objectives as established (or perceived) in statute or regulation. Program impact evaluations also seek to determine the cost, including the extent of unintended adverse consequences.

Efficiency evaluations do not question the need for or intent of the program. Efficiency evaluations may focus on a given segment of a program to determine if there are ways of achieving costs savings, or a more efficient approach to providing service delivery under the program, or a less burdensome way to achieve the programmatic objectives.

DDA 76-4004

11 August 1976

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

FROM

:

Chief, MAS/DDA

STATINTL

SUBJECT

:

DDA Compliance with Presidential
Management Initiatives

REFERENCE

:

Multiple adse memo dtd 9 Aug 76
fr Comptroller; subj: Follow-up
Action to OMB Requests

1. By referent memorandum the Comptroller has requested the DD/A to identify (a) five subjects for efficiency evaluations, and (b) Directorate level (i.e., what we refer to as DCI level) objectives.

2. Efficiency Evaluations

a. Please forward to the Management and Assessment Staff, as soon as possible but no later than c.o.b. 16 August, your recommendations to the DD/A for efficiency evaluation subjects. In view of the short deadline, telephonic response followed by a confirming memorandum is acceptable.

b. In discussions for clarification of this requirement, I was assured that the Comptroller is not thinking of establishing a formalistic, Agency evaluation program that would require a sizeable commitment of manpower. O/Comptroller assumes, and rightly so, that efficiency evaluations have been and are being undertaken throughout the Agency in conjunction with other management needs. They hope to be able to comply with OMB requirements by having some of these studies serve both purposes. It is suggested, therefore, that your recommendations to the DD/A focus on subjects where studies have already been scheduled or where studies would also serve your needs.

-2-

3. DCI Objectives

The referent memorandum requests DD/A to submit "Directorate-level" (what we refer to as DCI) objectives. Unless you want to amend or modify the proposed objectives that you have already submitted for consideration by DD/A, no further action on your part is required.



STATINTL

Attachment
Reference

cc: Each DDA Planning Office w/Att.

EFFICIENCY EVALUATIONS
SUGGESTIONS FROM OFFICES

OC AUTEMP II

- ODP
1. Review of Rented ADP Equipment
 - ✓ 2. Study of the Use of a Standalone Minicomputer in place of a Multiprogrammed Large Scale Processor for an Information Storage and Retrieval Application ✓

OF None

OL ✓ Current vs. Centralized Agency Micrographics Program

- OP
1. Correspondence with Applicants
 - ✓ 2. Maintenance of Data on the Status of Applicant Processing

- OS
1. Restructuring the Overseas Security Program to Incorporate Personnel, Residential, and Facility Protection
 2. Implementing the Security Access Control System, i.e. Badge Machine
 3. Converting the Special Clearance System, an Automated Clearance Certification Program, to a Mini-Computer
 4. Purging Security Records of all Illegal, Improper and Unnecessary Material
 5. Evaluating the Scotts System 200 Processor (microfiche) camera
 6. Removing Deficiencies from the Security Automated Name Check Activity and providing System with Needed Enhancements
 7. Implementing the Agency's Top Secret Control Automated Data System
 - ✓ 8. Evaluating the Annual Personnel Plan as a Viable Personnel Management Tool, Especially in its Current Format


By telephone

- OTR
1. Study of Predictive Language Techniques
 - ✓ 2. Feedback from COS Regarding Case Officers' Performance on the Job that can be Tied Back to Tradecraft Training Prior to Field Assignment

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DD/A Registry
76-4063

OCP-M76-107

MEMORANDUM FOR: Chief, Management & Assessment Staff, DDA
FROM : 
Chief, Programs & Budget Staff, OC
SUBJECT : Efficiency Evaluation
REFERENCE : DDA 76-4004, 11 Aug 76

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1. In response to the reference, the Office of Communications plans to conduct an efficiency evaluation of AUTEMP II. The study will be completed by the end of FY-1977.

2. A brief resume of the AUTEMP II project is attached.



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76-4082

ODP 1620-76

16 AUG 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA

FROM : Clifford D. May, Jr.
Director of Data Processing

SUBJECT : Efficiency Evaluation Studies and DCI Objectives

REFERENCE : Memo fm C/MAS/DDA, dtd 11 August 1976, Subject:
DDA Compliance with Presidential Management
Initiatives

1. Forwarded herewith are "Proposed Efficiency Evaluation Studies for ODP". These have been listed in priority order and described briefly. Further questions on these may be directed to [REDACTED] extension 4011.

STATINTL

2. At this time, we do not wish to amend or modify the proposed objectives for FY 1977 which have already been forwarded to you. We anticipate there will be changes when these are reviewed with Mr. Blake on 24 August 1976.

[REDACTED]
Clifford D. May, Jr.

Att

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16 AUG 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA

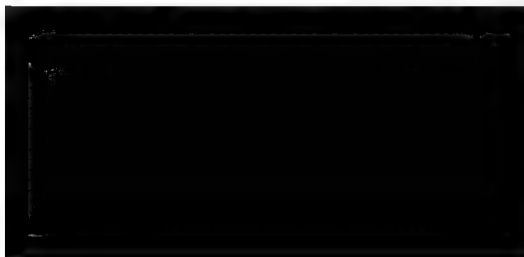
FROM : Thomas B. Yale
Director of Finance

SUBJECT : DDA Compliance with Presidential Management Initiatives

REFERENCE : (a) DDA 76-4004 dtd 11 Aug 1976
(b) Compt 76-1071 dtd 9 Aug 1976

1. We have reviewed reference (a) in the context of the definitions of "program impact and efficiency evaluations" set forth in reference (b).

2. Although most of our efforts for systems improvements or enhancements contemplate improved cost effectiveness, we have no activities under way or planned for formal program impact evaluations or efficiency evaluations.



STATINTL

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16 AUG 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA

FROM : James H. McDonald
Director of Logistics

SUBJECT : DDA Compliance With Presidential Management
Initiatives

REFERENCE : Multiple Adse Memo dtd 11 Aug 76 fr C/MAS/DDA,
same subj

1. To confirm your telephone conversation with [REDACTED] ATINTL on Thursday, 12 August, we offer the following as an efficiency evaluation subject under the Presidential Management Initiatives program:

"Until fairly recently, the copier management function was the responsibility of one component while certain micrographic production activities were performed in the Printing and Photography Division (P&PD) of the Office of Logistics. Both functions are now centralized in P&PD and it is believed that further efficiencies can be realized if those remaining micrographic activities, still dispersed throughout the Agency, can be centralized in P&PD. We see some possible personnel savings but we also see better management of the fast-growing micrographics program by having it centralized in P&PD which is the Agency's main micrographics processing facility."

2. With regard to the DCI-level management objective requested in paragraph 3 of the referent, we offer that which was submitted with our FY 1977 objective statements memorandum dated 16 July. For your convenience, it is repeated below:

Prepare an action plan for the managing, staffing, and locating of a genigraphics system: seek the endorsement and support of Agency components which perform graphic arts or related functions.

STATINTL

[REDACTED]
James H. McDonald

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76-4093

16 AUG 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Recommendation for Efficiency Evaluation
Subject

REFERENCE : Memo for DDA Office Heads fr C/MAS/DDA dtd
11 Aug 76, subj: DDA Compliance with
Presidential Management Initiatives

This Office is undertaking an efficiency study with respect to the Personnel Input resource package to seek cost savings and service improvements in two major areas:

Correspondence with Applicants

Maintenance of Data on the Status of Applicant Processing.


F. W. M. Janney

STATINTL

16 AUG 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff,
DDA

FROM : Robert W. Gambino
Director of Security

SUBJECT : DDA Compliance with Presidential
Management Initiatives

REFERENCE : Memorandum from Chief, MAS/DDA
dated 11 August 1976, same subject
(DDA 76-4004)

1. Pursuant to your request, the Office of Security has made a review of all current and proposed programs to determine if any meet the standards of an efficiency evaluation indicator. Candidly, it is not possible to say any program on the attached list was initiated specifically as an "efficiency evaluation" mechanism. The term itself is subsequent to the programs. This is not to say, however, that these programs do not fulfill the definition. In fact, almost all of these programs will accomplish the three-part purpose of "cost savings," a more "efficient approach," and a "less burdensome way."

2. From a management standpoint, it would be difficult to imagine any change to an existing program (or a given segment of a program) that did not direct itself to satisfy at least two of the three purposes. The initiation of a new program, such as the Personnel Protection Program which was precipitated by the death of COS Welch, necessarily involved expenditure of unfunded monies as well as placing an unexpected new burden on a very busy component; the Office of Security's Overseas Security Support Branch. This happened because of a critical situation that superimposed itself over budget considerations and scheduled work.

OS 6 3516-A

Only time was of the essence. However, as soon as we had plans to satisfy the criticality, we performed a review to determine how we could do the same thing with less expense, less burden and more efficiency. Bluntly, it was the common sense thing to do and as the result of our review, we have a FY 1977 Objective to incorporate the Personnel Protection Program into an existing overseas facility survey program which will provide:

- a. A less costlier way;
- b. A less burdensome way;
- c. More efficiency.

3. This may be a rather dramatic example, but we feel it does establish our point and the underlying management principle could be found in all the programs on the attached list.

STATINTL


Robert W. Gambino

Attachment

EFFICIENCY EVALUATION SUBJECTS

1. Restructuring the Overseas Security Program to incorporate personnel, residential and facility protection. (FY 1977 MBO).
2. Implementing the Security Access Control System, i.e., Badge Machine.
3. Converting the Special Clearance (SPECLE II) System, an automated clearance certification program, to a mini-computer. (Currently under feasibility study.)
4. Purging Security records of all illegal, improper and unnecessary material. (FY 1977 MBO).
5. Evaluating the Scotts System 200 Processor (microfiche) camera.
6. Removing deficiencies from the Security Automated Name Check Activity (SANCA) and providing system with needed enhancements. (FY 1977 MBO).
7. Implementing the Agency's Top Secret Control Automated Data System.
8. Evaluating the Annual Personnel Plan as a viable personnel management tool, especially in its current format.

17 AUG 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA

STATINTL FROM : [REDACTED]
Chief, PPG/OTR

SUBJECT : Efficiency Evaluations

1. The following two efficiency evaluations were reported verbally to you on 16 August 1976. These efficiency evaluations could be used in part to indicate how well OTR performs its primary mission of training. Studies are complete in the first case and underway in the second.

2. The first case consists of predictive language techniques. These techniques involve a comparison of prelanguage training predictors with post-training testing of performance. The second case will consist of feedback from Chiefs of Station on case officer performance on the job that can be tied back to tradecraft training prior to field assignment. Feedback will be on a regular basis, such as a six-month interval after arrival overseas subsequent to taking an operations course.



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<p><i>Any comment</i></p> <p>[REDACTED]</p> <p>24 NOV 1976</p> <p>1-2 do. ODP met the single requirement on DDA for station reporting. (Alternative Data Processing Equipment). A copy of O/Compt's report has been sent to each office. Everything seems to be OK on this activity.</p>			
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